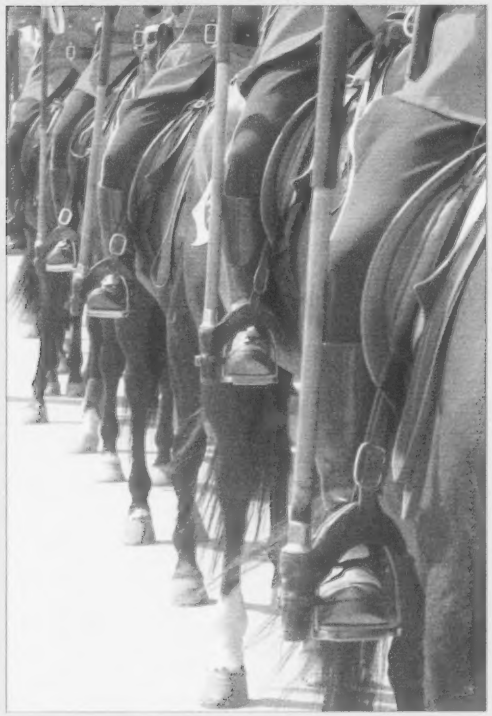
Royal Canadian Mounted Police | Gendarmerie royale du Canada



Royal Canadian Mounted Police Report on Plans and Priorities 2013-14

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

TABLE OF CONTENTS

Minister's Message 5

Section I: Organizational Overview 7

Raison d'être 7

Responsibilities 7

Organizational Priorities 7

Strategic Outcomes and Program Alignment Architecture (PAA) 8

Risk Analysis 10

Planning Summary 11

Expenditure Profile 12

Estimates by Vote 13

Section II: Analysis of Programs by Strategic Outcomes 15

Strategic Outcome 1: Criminal activity affecting Canadians is reduced 15

Program 1.1: Police Operations 15

Sub-program 1.1.1 Contract Policing Planning Highlights 16

Sub-program 1.1.2 Federal Policing Planning Highlights 20

Sub-program 1.1.3 Technical Services and Operational Support Planning Highlights 23

Program 1.2: Canadian Law Enforcement Services 23

Planning Highlights 25

Strategic Outcome 2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally 27

Program 2.1: International Policing Operations 27

Planning Highlights 29

Program 2.2: Canadian Police Culture and Heritage 29

Planning Highlights 30

Strategic Outcome 3: Incomes are secure for RCMP members and their survivors affected by disability or death 31

Program 3.1: Statutory Payments 31

Program 4.1: Internal Services 32

Planning Highlights 32

Section III: Supplementary Information 35

Financial Highlights 35

Future-Oriented Financial Statements 35

List of Supplementary Information Tables 36

Tax Expenditures and Evaluations Report 36

Section IV: Other Items of Interest 37

Organizational Contact Information 37

Endnotes 37

MINISTER'S MESSAGE

As Canada's Minister of Public Safety, I am pleased to present to Parliament the Royal Canadian Mounted Police (RCMP) *Report on Plans and Priorities* for the 2013-14 fiscal year.

From local contract police services to combating terrorism, the RCMP has a broad mandate that is integral to our Government's commitment to ensuring safe streets and communities.

2013-14 will be a year of renewal for the RCMP. I continue to have strong faith in Commissioner Bob Paulson to lead the RCMP into a period of renewal, while continuing to build on past operational successes.

In closing, on behalf of the Government, I would like to thank all of the frontline RCMP members who put their lives on the line each day to protect their fellow Canadians.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

SECTION I: ORGANIZATIONAL OVERVIEW

Raison d'être

As Canada's national police force, the Royal Canadian Mounted Police (RCMP) is a critical element of the Government of Canada's commitment to providing for the safety and security of Canadians. By tackling crime at the municipal, provincial/territorial, federal and international levels, the RCMP provides integrated approaches to safety and security and a consistent federal role and presence from coast to coast to coast.

Responsibilities

The RCMP's mandate, as outlined in section 18 of the *Royal Canadian Mounted Police Act*, is multi-faceted. It includes preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad.

Organizational Priorities

Priority	Type	Strategic Outcomes
Serious and Organized Crime	Ongoing	Criminal activity affecting Canadians is reduced Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Description

Why is this a priority?

Serious and organized crime poses a significant threat to the daily lives of Canadians. The violent, non-violent and corruptive activities of serious and organized crime groups have a major impact on the social and economic well-being of Canadians and the communities in which they live.

Plans for meeting the priority

The RCMP will reduce the impact of serious and organized crime by focusing and prioritizing enforcement activities to successfully disrupt the largest national and international threats. This effort will be further advanced through awareness campaigns, and by expanding the collection and dissemination of criminal intelligence and information with national and international partners.

Priority	Type	Strategic Outcome
National Security	Ongoing	Criminal activity affecting Canadians is reduced

Description

Why is this a priority?

The safety of the public, the protection of property including critical infrastructure, and the safeguard of the integrity of government against criminal threats or intimidation are critical to the well-being of Canadian citizens as well as the Canadian economy. Accordingly, the RCMP has made national security an organizational priority.

Plans for meeting the priority

The Minister of Public Safety has released the *Building Resilience against Terrorism: Canada's Counter-Terrorism Strategy*, which sets out Canada's approach to tackling this global and domestic threat. The RCMP will follow the strategy, which describes the four elements needed – prevent, detect, deny and respond – to achieve the goal of countering domestic and international terrorism to protect Canadian life and property. The RCMP will also work with both domestic and foreign agencies to enhance prevention measures against terrorist criminal activity in Canada and abroad.

Strategic Outcomes and Program Alignment Architecture (PAA)

RCMP PROGRAM ALIGNMENT ARCHITECTURE

RCMP Strategic Outcomes	Programs	Sub-Programs	Sub-Sub-Programs
1. Criminal activity affecting Canadians is reduced	**1.1 Police Operations**	**1.1.1 Contract Policing**	1.1.1.1 Provincial / Territorial Policing
			1.1.1.2 Municipal Policing
			1.1.1.3 Aboriginal Policing
			1.1.1.4 Airport Protective Policing
		1.1.2 Federal Policing	1.1.2.1 Drugs and Organized Crime
			1.1.2.2 Border Integrity
			1.1.2.3 Financial Crime
			1.1.2.4 Federal Crime Enforcement
			1.1.2.5 National Security
			1.1.2.6 Protective Policing
			1.1.2.7 Protection Coordination Unit
		1.1.3 Technical Services and Operational Support	1.1.3.1 Technical Investigations
			1.1.3.2 Protective Technologies
			1.1.3.3 Flight Operations
			1.1.3.4 Disclosure and Major Case Management
			1.1.3.5 Scientific Services/Technologies
			1.1.3.6 Operational Readiness and Response
			1.1.3.7 Covert Operations
	1.2 Canadian Law Enforcement Services	**1.2.1 Scientific, Technical and Investigative Support**	1.2.1.1 Integrated Forensic Identification Services
			1.2.1.2 Forensic Laboratory Services
			1.2.1.3 Canadian Criminal Real Time Identification Services
			1.2.1.4 National Services and Research Support (forensic)
			1.2.1.5 Criminal Intelligence
			1.2.1.6 Canadian Police Information Centre (CPIC)
			1.2.1.7 Canadian Police Centre for Missing and Exploited Children
		1.2.2 Canadian Firearms Program	1.2.2.1 Firearms Licensing and Registration
			1.2.2.2 Firearms Investigative and Enforcement Services
		1.2.3 Advanced Police Training	1.2.3.1 Canadian Police College
			1.2.3.2 National Law Enforcement Training
2. Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	**2.1. International Policing Operations**	**2.1.1 International Stability and Development**	2.1.1.1 International Peace Operations
			2.1.1.2 International Policing Assistance and Capacity Building
		2.1.2 International Cooperation	2.1.2.1 Operations Support Abroad
			2.1.2.2 International Criminal Police Organization (INTERPOL)
			2.1.2.3 International Law Enforcement Training
			2.1.2.4 International Visits and Protocol
	2.2. Canadian Police Culture and Heritage	**2.2.1 Musical Ride**	
		2.2.2 Partnerships and Heritage	
3. Incomes are secure for RCMP members and their survivors affected by disability or death	**3.1. Statutory Payments**	**3.1.1 Members Injured on Duty - Compensation**	
		3.1.2 Survivor Income Plan	
		3.1.3 *RCMP Pension Continuation Act* Payments	
	4.1 Internal Services	**4.1.1 Governance and Management Support**	4.1.1.1 Management & Oversight Services
			4.1.1.2 Communications Services
			4.1.1.3 Legal Services
		4.1.2 Resource Management Services	4.1.2.1 Human Resource Management Services
			4.1.2.2 Financial Management Services
			4.1.2.3 Information Management Services
			4.1.2.4 Information Technology Services
			4.1.2.5 Travel & Other Administrative Services
		4.1.3 Asset Management Services	4.1.3.1 Real Property Services
			4.1.3.2 Materiel Services
			4.1.3.3 Acquisition Services

Priority	Type	Strategic Outcomes
Economic Integrity	Ongoing	Criminal activity affecting Canadians is reduced Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Description

Why is this a priority?

A safe and secure Canadian economy provides confidence to consumers who conduct business and invest in Canada. Criminal networks are attempting to undermine that confidence by defrauding Canadians from their savings, credit, identities, intellectual property, capital markets, and government and financial institutions.

Plans for meeting the priority

The RCMP will protect the integrity of the Canadian economy through a three-pronged approach: conducting focused enforcement actions and successful prosecutions; preventing, detecting and deterring criminal activity; and educating Canadians on how to protect themselves against economically motivated crimes.

Priority	Type	Strategic Outcome
Aboriginal Communities	Ongoing	Criminal activity affecting Canadians is reduced

Description

Why is this a priority?

Sixty-five percent of RCMP detachments serve Aboriginal communities across Canada. Delivering effective police services provides the foundation necessary to build relationships and partnerships for these 600 Aboriginal communities. Furthermore, the RCMP has a long and productive history of service to First Nations, Inuit and Métis communities since its inception in 1873 as the North-West Mounted Police.

Plans for meeting the priority

The RCMP will contribute to the long-term wellness and safety of Aboriginal communities by using an inclusive and effective approach. The organization will ensure that employees have the skills and knowledge to recognize and pay respect to Aboriginal values and traditions. The RCMP will respond to the needs of Aboriginal communities by balancing prevention, intervention and enforcement activities based on thorough research, intelligence gathering and risk assessments. The RCMP will also provide timely and substantive input to support the implementation of effective public policy on Aboriginal issues.

Priority	Type	Strategic Outcome
Youth	Ongoing	Criminal activity affecting Canadians is reduced

Description

Why is this a priority?

The RCMP places paramount importance on the prevention of youth crime and victimization. The National Youth Strategy will focus its efforts on crime prevention through education, awareness and active intervention.

Plans for meeting the priority

The long-term prevention of youth crime and victimization can only be accomplished in partnership with the community and youth themselves. The RCMP sees young people as key players in the prevention of crime in communities and provides youth with opportunities to offer their perspective on issues that affect them. To help achieve these goals, the RCMP designates a youth contact in every province and territory to support the development of national youth programs, policies and their implementation in local initiatives. Through its National Youth Officer Program, the RCMP educates frontline officers about the causes of youth crime and addresses how police and young people can respond. Additionally, the Youth Resource Centre provides officers with tools and resources to assist them when they interact with youth in s[illegible]ls and in the community.

Risk Analysis

The process of Integrated Risk Management underlies all aspects of RCMP performance management including priority setting, planning and resource allocation. When the RCMP Corporate Risk Profile (CRP) was developed, risk information from corporate and operational levels was analyzed to make sense of key characteristics as well as the broad range of internal and external threats and opportunities facing the organization.

In the spring of 2012, an Integrated Risk Management exercise took place to identify the most significant risks facing the RCMP. Information from operational divisions was assessed and ranked through the business planning process. Divisional information was also considered in conjunction with interviews conducted with members of the RCMP Senior Executive Committee. All risk information was compiled and analyzed with respect to the organization's priorities, and keeping in mind the organization's risk tolerance and capacity to manage those risks. The following risks were deemed most significant, requiring treatment in order to effectively contribute to the RCMP's expected results:

- Sustainable funding
- Legislated and regulatory changes
- Human resource management
- Education and training
- Changing demographics
- Information sharing
- Managing partnerships

Significant corporate risks will be treated at the Program level, with horizontal management achieved through the collective efforts of RCMP senior management. The RCMP will be committed to implementing initiatives and activities that support a more focused and efficient organization, to sustain stronger governance, the efficient use of resources, increased accountability and an emphasis on police operations. Some key initiatives discussed in this report are intended to treat significant risks and include, but are not limited to:

- Consultation with external and internal stakeholders and partners
- Reengineering of Federal Policing
- Consolidation of RCMP Forensic Laboratories
- Exploring innovative technologies
- The proposed *Enhancing Royal Canadian Mounted Police Accountability Act*
- Health Services Modernization

Strategic initiatives are designed with timelines that range from two to four years for full implementation. As such, the RCMP will continue to monitor the operational policing environment to adjust the focus of strategic objectives and initiatives.

Planning Summary

Financial Resources (Planned Spending – $ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
2,758.1	2,853.1	2,737.3	2,757.1

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
29,032	29,015	28,997

Planning Summary Tables ($ millions)

Strategic Outcome	Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending			Alignment to Government of Canada Outcomes [1]
					2013-14	2014-15	2015-16	
Criminal activity affecting Canadians is reduced	Police Operations	1,840.5	1,667.3	2,183.2	1,697.4	1,632.3	1,637.8	A safe and secure Canada
	Canadian Law Enforcement Services	257.8	256.2	269.4	247.6	241.8	236.2	A safe and secure Canada
Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally	International Policing Operations	57.8	60.9	64.5	56.6	56.1	56.0	A safe and secure world through international engagement
	Canadian Police Culture and Heritage	13.1	12.3	12.9	11.3	11.3	11.2	A vibrant Canadian culture and heritage
Incomes are secure for RCMP members and their survivors affected by disability or death	Statutory Payments	111.9	122.8	141.2	148.5	159.1	171.2	Income security and employment for Canadians
Sub-Total		**2,281.1**	**2,119.5**	**2,671.2**	**2,161.4**	**2,100.6**	**2,112.6**	

Planning Summary Table for Internal Services ($ millions)

Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending		
				2013-14	2014-15	2015-16
Internal Services	826.3	855.0	790.7	691.7	636.7	644.5
Sub-Total	**826.3**	**855.0**	**790.7**	**691.7**	**636.7**	**644.5**

Planning Summary Total ($ millions)

Strategic Outcomes, Programs and Internal Services	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending		
				2013-14	2014-15	2015-16
Total	**3,107.4**	**2,974.5**	**3,461.9**	**2,853.1**	**2.737.3**	**2,757.1**

Expenditure Profile

In 2013-14 the RCMP's planned spending is $2.853 billion. Of this, approximately $1.697 billion, or 60% in spending, is directly attributable to frontline policing operations in support of the RCMP's strategic outcome to reduce criminal activity affecting Canadians. This includes resources devoted to federal policing duties, resources providing services to provinces, territories, municipalities and First Nation communities under policing services agreements, and the technical and operational support functions that are critical to effective, intelligence-led policing.

An additional $304 million of the RCMP's policing resources provide policing support services to the Canadian law enforcement community at large and to fund international policing commitments.

The balance of RCMP funding is allocated to Internal Services to provide support programs and infrastructure for policing operations, various grants, contributions and statutory payments.

2013-14 Main Estimates and Planned Spending

The 2013-14 Main Estimates for the RCMP is $2.758 billion, which represents an increase in spending of $204 million from the 2012-13 Main Estimates. There are two significant circumstances that contribute to this material increase.

First, as previously noted in the 2012-13 Main Estimates, significant funding associated with the Police Services Agreements (PSAs) expired pending their renewal. On April 1, 2012, the renewed PSAs with the contract provinces, territories and municipalities came into effect for another 20 years. The increase of $329 million reflected in these estimates provides the RCMP with the renewed funding required in 2013-14 to deliver the services requested by contracting provinces, territories and municipalities, inclusive of modest services increase in certain jurisdictions.

Second, the RCMP will achieve 2012 Federal Budget savings of $89.1 million in 2013-14. The Force will realize savings across a number of administrative services by modernizing, simplifying and refocusing efforts on activities that directly contribute to the organization's core policing mandate. With changes made to the *Canada Health Act*, every Regular Member of the RCMP will be an "insured person" under the Act and will receive the same level of basic health care coverage as

every other Canadian living in their province or territory of residence. Additional savings will be derived from operational support initiatives that enhance service delivery models within Criminal Intelligence, Technical Operations and the Canadian Police College. It also includes restructuring the process of querying criminal records and police information databases, as well as savings within the Canadian Firearms Program and Forensic Laboratory Services.

Planned spending reflects the Main Estimates, plus additional funds that are projected to be received during the year through supplementary estimates and transfers from central agency votes. More information will be provided in the 2013-14 Supplementary Estimates.

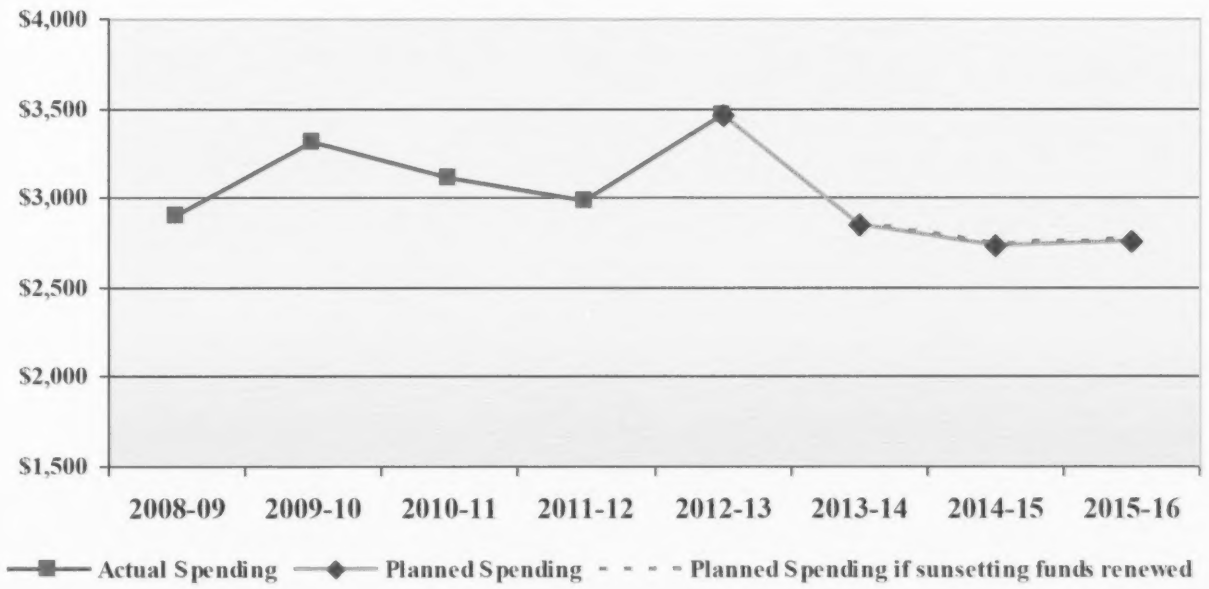
($ millions)	2012-13	2013-14
Main Estimates	2,554	2,758
Adjustments	908	95
Total Forecast / Planned Spending	**3,462**	**2,853**

As depicted in Figure 1 below, RCMP expenditures during 2009-10 and 2010-11 were impacted by the 2010 Vancouver Olympic and Paralympic Games as well as the G8 and G20 meetings. In 2012-13, compensation for members of the RCMP will be brought in line with that of other public and private sector employers, which has eliminated the accumulation of severance benefits for voluntary resignation and retirement.

Estimates by Vote

For information on our organizational appropriations, please see the 2013-14 Main Estimates publication [2].

Figure 1 : Actual and Planned Spending ($ millions)



SECTION II: ANALYSIS OF PROGRAMS BY STRATEGIC OUTCOMES

Strategic Outcome 1: Criminal activity affecting Canadians is reduced

Program 1.1: Police Operations

Program Description

Under the authority of the *RCMP Act*, this Program provides Canadians with policing services at the federal, provincial/territorial and municipal levels and within Aboriginal communities. As described in the *RCMP Act*, these services include all duties that are assigned to peace officers in relation to the preservation of the peace, the prevention of crime and of offences against the laws of Canada and the laws in force in any province or territory in which they may be employed, and the apprehension of criminals and offenders and others who may be lawfully taken into custody; the execution of all warrants, and performing all duties and services in relation thereto, that may, under the *RCMP Act* or the laws of Canada or the laws in force in any province or territory, be lawfully executed and performed by peace officers; performing of all duties that may be lawfully performed by peace officers in relation to the escort and conveyance of convicts and other persons in custody to or from any courts, places of punishment or confinement, asylums or other places; and performing other duties and functions as are prescribed by the Governor in Council or the Commissioner. This Program contributes to a safe and secure Canada by providing general law enforcement activities in addition to education and awareness activities delivered by employees of the RCMP to the public, businesses and other agencies/organizations within Canada. The RCMP's education and awareness activities, for example information sessions on crime prevention, national security, financial crime, drugs and organized crime, are aimed at reducing victimization of Canadians. Additionally, this Program ensures the protection of designated persons and security at major events, which in turn mitigates any potential threats to Canada's population. The Program also delivers a high level of technical and operational support to ensure that the RCMP reaches its overarching goal of reducing criminal activity which affects Canadians.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
1,636.7	1,697.4	1,632.4	1,637.8

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
21,791	21,780	21,792

Program Expected Result	Performance Indicators	Targets
Criminal activity affecting Canadians is reduced	Percent of Canadians who strongly agree or agree with the statement "I am satisfied with RCMP contribution to a safe and secure Canada"	80%
	Severity level of crime [3] in Canada in RCMP jurisdictions	96 [4]
	Per capita rate of crime in Canada in RCMP jurisdictions	8,854 [5]

Sub-program 1.1.1 Contract Policing

Sub-program Expected Result	Performance Indicators	Targets
Canadians have access to quality Provincial/Territorial, Municipal and Aboriginal policing services under contract	Percent of contract clients who strongly agree or agree with the statement "the RCMP provides a high quality service"	80%
	RCMP weighted clearance rates	42.12 [6]
	RCMP traditional clearance rates (not weighted)	over 48% [7]

Sub-sub-program Expected Results	Performance Indicators	Targets
Canadians have access to quality Provincial/Territorial policing services under contract	Percent of Provincial/Territorial contract clients who strongly agree or agree with the statement "the RCMP provides a high quality service"	80%
Canadians have access to quality municipal policing services under contract	Percent of municipal contract clients who strongly agree or agree with the statement "the RCMP provides a high quality service"	80%
Safer and healthier Aboriginal communities	Percent of respondents who strongly agree or agree with the statement "the RCMP is contributing to safer and healthier Aboriginal communities"	Aboriginal Canadians: 80% Aboriginal Leaders: 80% Contract Policing Clients: 80%
	Proportion of Aboriginal people who reported being victims of crime in a 12-month period	Baseline to be established
The needs of airport policing clients are met	Percent of airport policing clients who strongly agree or agree with the statement "the RCMP is responsive to my organization's needs"	75%

Planning Highlights

Through the Police Service Agreements (PSAs), the RCMP provides policing services to eight provinces (excluding Ontario and Québec), three territories, approximately 150 municipalities, and to over 600 Aboriginal communities. It has been common practice to refer to the PSAs as contracts, hence the origins of the term "Contract Policing".

RCMP Contract Policing is recognized as an effective model to address the cross-jurisdictional and evolving nature of crime. The RCMP will continue to work with Public Safety Canada and contract policing jurisdictions to enhance accountability as outlined in the 2012 to 2032 PSAs. The primary focus of the new agreements is to modernize the relationship between the federal government, the contract jurisdictions, and the RCMP, build upon strengthened governance and accountability, as well as enhanced reporting on costs and issues that affect police service. Moreover, mechanisms have been put in place to ensure meaningful consultation in advance of decisions that may impact the cost, quality, capacity and governance of the police service. Provinces, territories and municipalities will play an important role to ensure that RCMP services meet their respective needs.

The RCMP's Contract and Aboriginal Policing (CAP) Directorate will be providing oversight for the administration and interpretation of the policing agreements. As such, it will support the enhanced responsibilities for improved standardized reporting from a national level as outlined in the new PSAs. CAP will also coordinate the Contract Management Committee (CMC) – with representation from Public Safety Canada, the RCMP, provinces, territories and municipalities – to ensure that divisions and contract partners are thoroughly engaged.

The long-term wellness and safety of Aboriginal communities remains a strategic priority for the RCMP. Emphasis will be placed on delivering a professional and culturally competent police service. The RCMP will continue to focus on developing and implementing culturally-sensitive service delivery strategies by consulting with communities, other government departments and Aboriginal organizations. The RCMP will also seek to align objectives and programs at the national and divisional level, through such initiatives as the joint work plan between the Aboriginal First Nations and the RCMP.

In order to provide culturally relevant policing services to First Nations, Métis and Inuit communities, enhanced service delivery options are being created and modified to ensure the diverse needs of all provinces and territories are met. The Aboriginal Community Constable (ACC) Program is focused on the recruitment, selection and training of Aboriginal people to provide policing services for Aboriginal communities. These ACCs are armed, uniformed members at the Special Constable rank who support regular RCMP constables, with a focus towards crime prevention, crime reduction and community engagement. Six ACCs from the first graduating troop are already working in diverse communities; a second troop is scheduled to start training in 2013.

The RCMP will continue to meet its obligations under the Indian Residential School Settlement Agreement to disclose all relevant documents to the Truth and Reconciliation Commission. Additionally, the RCMP will provide support to the Truth and Reconciliation Commission at national events to help promote education and awareness about Indian Residential Schools. On October 29, 2011, the RCMP presented a report entitled *The Role of the Royal Canadian Mounted Police during the Indian Residential School System* to the Truth and Reconciliation Commission. The RCMP will use this report to set future direction and ensure positive actions and interactions with Aboriginal communities.

The RCMP takes a client-centred service approach to policing by building and enhancing successful partnerships and working proactively to prevent or resolve issues that affect communities. Community Consultative Groups with Aboriginal communities will provide a forum to discuss various RCMP crime reduction and prevention initiatives relating to issues such as drugs, trafficking and youth. The RCMP will also enhance existing relationships with organizations such as the Assembly of First Nations and the Native Women's Association of Canada.

In "D" Division (Manitoba) resources will be dedicated throughout the year towards reducing the threat of serious and organized crime affecting Aboriginal communities. The Integrated Gang Intelligence Unit (IGIU) is a provincially funded unit in Manitoba that identifies and combats street gang activity through intelligence-led and integrated policing initiatives. The IGIU will work in partnership with law enforcement and correctional agencies on several complex files including cases involving missing and murdered Aboriginal persons. Furthermore, the RCMP will continue to collaborate with the Winnipeg Police Service on Project Devote to address unsolved historical homicides and missing person cases where foul play is suspected, involving exploited and at-risk persons.

The RCMP will concentrate its attention on the changing demographics and its impact on communities. As the Northwest Passage is becoming more accessible, the RCMP's "G" Division (Northwest Territories) has appointed an Arctic Intelligence Officer to share information and work with partner agencies to address the movement of vessels and people. An influx of people and increased income in communities throughout the Northwest Territories, especially in the Sahtu Region, will have a direct and pressing impact on policing services. The RCMP will therefore concentrate efforts on researching and adopting mitigating strategies for emerging criminality, including organized crime, in these northern communities.

The RCMP will continue to create, maintain and develop partnerships to prevent and reduce crime. The RCMP's "F" Division (Saskatchewan) has developed the "Safe and Secure Saskatchewan" framework, setting out specific principles to guide communication, partnerships and innovation. One example of a program run under this framework is the creation of Community Mobilization: Prince Albert (CMPA), an integrated, multi-agency team that addresses resources and mobilization issues in the Saskatchewan city. The CMPA allows ministries and police agencies to meet and discuss specific cases, determine solutions and coordinate responses. An evaluation will be conducted to identify performance indicators and determine the program's overall effectiveness.

Crime prevention efforts will continue throughout the year, with a particular focus on mitigating youth victimization and involvement in crime. The RCMP's National Youth Strategy has five primary objectives: to reduce youth involvement in crime, both as victims and offenders; to support sustainable long-term responses to youth crime and victimization; to support approaches that are consistent with youth justice law; to focus on risk factors, prevention and early intervention;

and to promote youth engagement. Several specific projects will be put in place throughout the fiscal year under the National Youth Strategy.

The RCMP's National Youth Officer training standards will be updated to reflect anticipated changes to the *Youth Criminal Justice Act* (YCJA). This training will provide RCMP members with an orientation on the objectives and requirements of the YCJA, with particular focus on addressing and understanding the root causes of crime and sentencing alternatives. The RCMP will also pursue an ongoing partnership with the Department of Justice to offer a Youth Leadership and Project Development Workshop. This workshop will bring together youth from different communities who will work with police officers to share diverse experiences, learn about effective strategies, and address common challenges related to youth victimization and criminality. In 2013-14, the RCMP will update its Youth Resource Centre, a website focused on youth strategies and tools designed for youth and those working with youth. The Centre will be updated and enhanced to reflect evolving crime concerns, teaching methodologies and prevention research. [8]

The RCMP will be committed to researching, developing and implementing best practices to support policing operations, thereby ensuring effective service delivery to Canadian communities. The RCMP will seek to raise public awareness of road safety issues to address the leading causal factors in fatal and serious injury crashes including impaired driving. Through its community policing approach, the RCMP will work with non-governmental organizations to bring a comprehensive and structured approach to the assessment of community crime priorities and the development of violence prevention strategies. Such efforts will be undertaken in communities identified with the highest priority for intervention and will complement the existing development of detachment performance plans.

The RCMP will also review and update its policies, training and equipment to align with emerging technology. A pilot project began in 2010 for the use of an Unmanned Aerial System (UAS), a model aircraft with a remote-controlled camera. This cost-effective program provides high-definition photographs and video to assist in accident scene investigations, traffic accident reconstruction, search and rescue, major crime investigations and Emergency Response Team incidents. A comprehensive review of operational needs – that strikes a balance between public safety enhancement and privacy consideration – will be undertaken to ensure that technical specifications and training standards form part of a new national policy for the use of the UAS.

A variety of specialized equipment is used by the Emergency Response Team (ERT) to effectively and safely respond to incidents. To ensure members are properly equipped to deal with critical incidents, the RCMP rolled out the Tactical Armoured Vehicle (TAV) program to its divisions. In 2013-14, the Critical Incident Program will work with the Learning and Development Branch and Tactical Training Section to complete a TAV operator's course, which will be incorporated into ERT training standards. This program will familiarize members with the proper usage of specialized equipment and will further the health and safety of RCMP employees.

In 2011, the RCMP, in partnership with the Canadian Police Research Centre, identified limitations to the RCMP's current firearms capabilities and proposed options to address such restrictions. This research included input from the National RCMP Policy Working Group, which created a list of operational requirements through scenario-based discussions and user testing. The RCMP Senior Executive Committee considered the results and determined that, along with training and policy enhancements, the Colt C8 patrol carbine should be deployed for use by RCMP general duty members. New policy, training and supporting equipment will be delivered to frontline members of the RCMP in 2013-14.

Sub-program 1.1.2 Federal Policing

Sub-program Expected Result	Performance Indicators	Targets
Delivery of Federal Policing programs across Canada	Federal Statute Crime rate per 100,000	403.77
	Percent of respondents who strongly agree or agree with the statement "I am satisfied with the RCMP's delivery of Federal Programs"	85%

Sub-sub-program Expected Results	Performance Indicators	Targets
Reduced impact of organized crime	Percent of Canadians who strongly agree or agree with the statement "the RCMP is reducing the threat and impact of organized crime"	80%
	Disruption of the number of significant organized crime identified in National Threat Assessment (NTAs), Provincial Tactical Assessment (PTAs) or as National Tactical Enforcement Priority (NTEPs)	70
Drug crimes are investigated	Percent of drug crime file clearance rate	Baseline to be established
Canada's borders are protected from criminality	Percent of respondents who strongly agree or agree with the statement "the RCMP is a valuable partner in protecting Canada's border"	Partners: 85% Stakeholders: 85%
	Number of organized crime groups involved in cross-border crime disrupted by or with support from Border Integrity units	15
Reduction in the number of organized crime groups involved in cross-border crime	Number of arrests and seizures as a result of Shiprider	Baseline to be established
	Number of systems successfully connected to increase "between the ports" communication	2
	In consultation with United States law enforcement, (a) the number of priority sensor gaps identified and (b) the number of priority sensor gaps for which remedial measures have been developed	Baseline to be established
Reduced impact of economic crime	Percent of Canadians who strongly agree or agree with the statement "the RCMP is reducing the impact of economic crime"	80%
	Position of Canada in the Corruption Perceptions Index (CPI)	Top 10
Canadians are made aware of how organized crime impacts them financially	Percent of Canadians who received information from the RCMP, and who responded "yes clearly" or "yes vaguely" to the statement "the information made them more aware of ways in which they can avoid being the victim of financial crime (e.g., fraud, identity theft, etc)"	60%
Reduced impact of federal statute crime on Canadians	Other Federal Statute Crimes Rate per 100,000 population	Baseline to be established [9]
Terrorist criminal activity is prevented, detected, responded to and denied	Number of disruptions, through law enforcement actions, to the ability of a group(s) and/or an individual(s) to carry out terrorist criminal activity, or other criminal activity, that may pose a threat to national security in Canada and abroad	6

Critical infrastructure information and intelligence products are created and delivered to stakeholders and partners	Number of reports forwarded to private sector stakeholders and other partners to increase their situational awareness on threats	200
Protectees are protected	Percent of protectees who responded that they were satisfied with the level of service provided by Protective Policing	80%
	Number of incidents that threatened the safety of RCMP protectees	0
Sites are protected	Number of incidents that threatened the security of Canadian interests	0
Government-led high profile events are secured	Percent of events successfully secured	100%
	Percent of incidents that compromised Canadian interests at a major event	0%

Planning Highlights

The sovereignty and stability of Canada is protected through the prevention, investigation, disruption and prosecution of criminal activity. The Federal Policing Sub-program: safeguards Canada's borders; investigates financial, serious and organized crimes; conducts anti-drug enforcement operations; and provides for the safety and security of internationally protected persons and other foreign dignitaries visiting Canada.

Working with the Canada Border Services Agency (CBSA), the RCMP is committed to the security of Canada's border. Enforcement efforts will continue to be integrated along the Canada-United States border, and the RCMP will build on current proven bilateral programs such as Integrated Border Enforcement Teams and Shiprider [10]. Such integrated enforcement is a commitment outlined in the *Beyond the Border Action Plan: A Shared Vision for Perimeter Security and Economic Competitiveness*, announced jointly by the governments of Canada and the United States in 2011 [11]. In collaboration with domestic and American partners, the RCMP will also pursue the deployment of technology to address identified bi-national concerns and will increase the intelligence capacity of the Great Lakes Marine Security Operational Centre. Such efforts will provide law enforcement officials with a better understanding of how criminals exploit lakes and rivers along the Canada-United States border.

To support whole-of-government human smuggling prevention efforts, the RCMP will combat illegal migration by targeting domestic and international criminal networks involved in organizing migrant vessels destined for Canada. Based on resources, intelligence and threat assessments, the RCMP will continue the deployment of temporary liaison officers for special operational requirements, aiming to detect, identify and investigate threats to the integrity of Canada's immigration system and public safety.

The RCMP will also continue to support the National Action Plan to Combat Trafficking in Persons, by advancing the RCMP's national strategy to fight against human trafficking. As part of the strategy, the RCMP will take a leadership role in educating those involved in the criminal justice system relative to the issue of human trafficking. It will also advance the development and production of threat assessments and a dedicated Integrated Human Trafficking Team will be established to proactively investigate human trafficking.

In conjunction with the Public Prosecution Service of Canada, the RCMP will continue to work towards enhancing information management through the development of a pilot project to examine the efficiency and financial value of web-based disclosure.

Efforts will be dedicated during the fiscal year to augment information systems and foster a collaborative environment to target serious and organized crime. The RCMP will continue to enhance its partnership with the Canadian Integrated Response to Organized Crime to strengthen joint investigations as well as to integrate operations and share information relative to National Tactical Enforcement Priorities [12].

The RCMP will also continue the implementation of the Marihuana Grow Initiative (MGI), which seeks to reduce the number of illicit grow operations in Canada. The MGI will educate Canadians on the negative impact of marihuana production on community well-being through deterrence, awareness and enforcement. The RCMP will monitor the MGI throughout the year, by examining existing and planned performance indicators to gauge its overall success. In addition to the MGI, the RCMP will work with Health Canada to advance proposed reforms to the *Marihuana Medical Access Regulations*. The proposed reform, which is supported by the RCMP, will remove all individual marihuana grow licences and only allow select private companies to produce medical marihuana.

The RCMP will work on several initiatives to maintain Canada's economic integrity. Under the new Intellectual Property Crime Enforcement Strategy, large scale shipments of counterfeit goods will be targeted, as these products pose health and safety risks to Canadians. The RCMP will strengthen the Canadian Anti-Fraud Centre (CAFC), the central repository for fraud information and intelligence. New web-based mechanisms will allow the public to report frauds and other financial crimes, and streamlined processes and systems will bolster the capacity and capability of the CAFC.

The RCMP, along with public and private sector partners, will deploy new financial crime training for employees and the broader Canadian law enforcement community. The RCMP will continue the implementation of the Financial Crime Human Resources recruiting pilot project. Upon successful completion of training at Depot, a number of RCMP applicants will be posted directly to Financial Crime units, bringing with them specialized knowledge and enhanced training. Moreover, the RCMP will work with key financial institutions and brokerage firms to increase awareness about Integrated Market Enforcement Teams and to develop a forum to discuss criminality impacting the integrity of financial markets.

As Canada's national police force, the RCMP is legislated to detect, prevent, deny, investigate and gather evidence to support the prosecution of those involved in national security-related criminal acts. In 2013-14, the RCMP will lead several working groups to develop strategies and products to counter violent extremism and radicalization to violence. The primary objective will be to prevent terrorist or violent extremist attacks by an individual or group, recruited by a violent extremist organization, or inspired by extremist ideology. The RCMP will also provide expertise and guidance to the Kanishka initiative [13], a multi-year commitment to terrorism-focused research funded by the Government of Canada. While primarily research-driven, the Kanishka initiative will also support other activities necessary to build knowledge and create a vibrant network of scholars that spans disciplines and universities.

The RCMP will continue to offer counter terrorism information officer training to more than 400 first responders such as police officers, firefighters and emergency medical technicians. The goal of this initiative is to increase national security awareness in first responders across the country so that they may identify national security threats at the earliest possible stage. The RCMP will also educate law enforcement partners and stakeholders involved with countering violent extremism, through a community-based training model that will include cultural awareness courses and workshops.

The RCMP will work with community leaders to foster resilience and build trust by developing advisory committees to provide and share information with diverse groups of Canadians. For example, a National Consultative Committee on Security will be created to serve as a conduit for communication, and several national security youth advisory councils, junior police academics, citizens' academies and young women's fora will also be established throughout the country.

The RCMP will represent Canada on several international working and advisory groups – including the International Steering Board of the Abu Dhabi Centre for Countering Violent Extremism – to coordinate efforts, work with partners on countering violent extremism, leverage existing partnerships and learn from best practices. Work will also continue with partners from Australia, New Zealand, the United Kingdom and the United States to enhance a collective and coordinated response to terrorism. Focus will be placed on innovative ways to exploit seized digital media, while leveraging one another's specialized domestic and overseas capabilities.

Partnerships, both with Canadian and international government partners, will also play a large part in the RCMP's protective policing mandate. The RCMP provides for the safety and security of Canada and its institutions, domestically and globally, as well as for the safety and security of mandated protectees including Canadian executives, internationally protected persons and other designated individuals pursuant to section 17 of *RCMP Regulations*.

The RCMP will use its new position as an executive committee member of the Association of Personal Protective Services to lead a dialogue with international police agencies to discuss operational efficiencies, resolve common issues and standardize tactics wherever possible. In anticipation of the 2014 Fédération Internationale de Football Association (FIFA) World Cup and 2016 Summer Olympics in Rio de Janeiro, the RCMP will work with the Brazilian government to share best practices, expertise and lessons learned from securing major sporting events including the Vancouver 2010 Olympic and Paralympic Games. Lastly, the RCMP will continue to expand on its own contributions to the Major Event Security Framework, as well as mentor other Canadian government departments in the development of a similar tool. The Framework was developed with Defence Research and Development Canada in preparation for the Vancouver 2010 Olympic and Paralympic Games and it will continue to guide external partners with their own major event security efforts.

The RCMP will enhance its capability and capacity to conduct federal investigations more effectively. A multi-year initiative will reengineer how the RCMP delivers its federal responsibilities to ensure that it remains innovative, results-driven, unified and focused on aggressively attacking organized crime and national security threats. The reengineering project will create new structures, consolidate some units and streamline federal operations at National Headquarters.

Sub-program 1.1.3 Technical Services and Operational Support

Sub-program Expected Result	Performance Indicator	Target
Technical services are provided to policing operations	Percent of respondents who strongly agree or agree with the statement "the technical services/operational support received was of a high quality"	80%

Sub-sub-program Expected Results	Performance Indicators	Targets
Tools, techniques and specialized expertise are provided to policing operations	Percent of respondents who answer that they are satisfied with the tools, techniques and specialized expertise provided to law enforcement agencies	80%
RCMP technologies and systems protect individuals and assets	Percent of respondents who answer that they are satisfied with the electronic/mechanical/physical security systems provided by Technical Operations	70%
Airborne capacity supports policing operations	Percent of respondents who answer that they are satisfied with the flight services provided by Air Services	85%
Electronic Major Case Management (eMCM) and disclosure support policing operations	Percent of respondents who answer that they are satisfied with the support received in relation to eMCM and disclosure	Baseline to be established
Analytical capabilities study criminal activity to support criminal investigations	Percent of respondents who answer that they are satisfied with the specialized investigative analytical capabilities provided by Technical Operations	85%
The RCMP is prepared to respond to all-hazards emergencies and critical incidents	Percent of respondents who strongly agree or agree with the statement "the RCMP is prepared to respond to emergencies and critical incidents"	80%
	Percent of critical incidents where the RCMP was not adequately prepared	0%

Business Continuity Plans cover all RCMP employees	Percent of RCMP employees covered by a Business Continuity Plan	100%
Covert operation policy direction, program oversight and training are provided to divisions	Percent of internal clients who strongly agree or agree with the statement "we are satisfied with covert operations services provided"	Baseline to be established

Planning Highlights

RCMP activities safeguard Canadians, their way of life and their institutions. Technical Services and Operational Support will provide frontline police officers with specialized investigative and operational services including state-of-the art technological tools, procedures, and research and development. In 2013-14, emphasis will be placed on meeting demands for service, improving client satisfaction, maximizing efficiencies through internal organizational restructuring and responding to internal and external audits.

The RCMP will continue to provide specialized investigative and operational services during major investigations including covert entry, covert surveillance and physical security, computer search and seizure, and forensic analysis. The RCMP will also collaborate with domestic and international agencies to enhance its ability to lawfully intercept communication in order to address evolving technologies and criminality trends.

Program 1.2: Canadian Law Enforcement Services

Program Description

This Program provides the Canadian law enforcement community with the necessary scientific, technical, investigative and educational support to deliver proactive, intelligence-based policing and law enforcement services to their respective communities and partners. Additionally, this Program provides educational opportunities to members of the Canadian law enforcement community to enable them to develop their skills thus increasing their effectiveness in contributing to a safer Canada. This Program ensures that Canadian law enforcement communities have access to the required tools, systems, technologies (i.e., forensic support and expertise, criminal intelligence and firearms databases, etc) and education which in turn will contribute to the reduction of criminal activity affecting Canadians.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
243.9	247.6	241.8	236.2

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
2,325	2,319	2,289

Program Expected Result	Performance Indicator	Target
Technical, forensic, investigative and educational activities support Canada's law enforcement community	Percent of respondents who strongly agree or agree with the statement "overall the RCMP provides high quality service"	80%

Sub-program Expected Results	Performance Indicators	Targets
Scientific, Technical and Investigative services support Canada's law enforcement community	Percent of respondents who strongly agree or agree with the statement "overall the RCMP provides high quality Scientific, Technical and Investigative services"	80%
Direct support is provided to law enforcement for firearms investigations	Number of requests for service from law enforcement responded to by the Canadian Firearms Program	3,000
Firearms ownership information is available to frontline police	Number of online queries to the Canadian Firearms Program database by frontline police	7 million
Law enforcement capacity in Canada is supported by advanced training	Percent of clients who responded that they are satisfied with course performance, value for money, value to police learning, and post-course satisfaction, calculated through the Client Satisfaction Index	80%

Sub-sub-program Expected Results	Performance Indicators	Targets
Integrated Forensic Identification Services provide support services to frontline operational officers	Percent of latent fingerprints found during case examinations that are identified to be individuals with a criminal record	40%
Timely forensic laboratory services support the policing and criminal justice system	Percent of forensic laboratory service requests completed by target time, by Program	85%
Technology used by the national repository of fingerprint and criminal record information supports Canadian law enforcement	Number of devices sending electronic fingerprint submissions to Real Time Identification (RTID)	950
The National DNA Data Bank supports criminal investigations	Percent of respondents who strongly agree or agree with the statement "the National DNA Data Bank contributes value to criminal investigations"	80%
Intelligence-led policing is supported	Percent of respondents who strongly agree or agree with the statement "the RCMP Criminal Intelligence Program is making an important contribution to intelligence-led policing in Canada"	80%
The Canadian Police Information Centre (CPIC) provides investigational data to law enforcement agencies and public safety partners	Number of CPIC queries	24 million
	Number of Police Information Portal (PIP) queries	12.5 million
Assistance and investigational support is provided to local, municipal, regional, national and international policing partners	Percent of respondents who answer that they are satisfied with the assistance or investigational support provided by the Canadian Police Centre for Missing and Exploited Children (CPCMEC)	80%

Continuous eligibility screening of firearms clients promotes responsible firearms ownership	Percent of individuals with firearms whose licensing privileges have been revoked for public safety reasons that are reported to police by the Canadian Firearms Program for follow-up	100%
	Percent of Firearms Interest Police matches between the Canadian Police Information Centre Incident Reports and individual firearms licence holders in the Canadian Firearms Information System that are being investigated or have been excluded by the Canadian Firearms Program as part of continuous eligibility screening of firearm owners	95%
Law enforcement partners will use Canadian Firearms Program services in fighting firearms-related crimes	Number of firearm tracing requests received by the Canadian Firearms Program	2,000
	Number of calls received by the Canadian Firearms Program via the police support line	3,000
Advanced and specialized training is available to the law enforcement community	Percent of Canadian Police College clients who responded that they are satisfied with the value for money, value to police learning, and post-course satisfaction, calculated through the Client Satisfaction Index	80%
Operational training is provided to law enforcement	Percent of National Law Enforcement Training (NLET) clients who responded that they are satisfied with course performance, value for money, value to police learning, and post-course satisfaction, calculated through the Client Satisfaction Index	80%

Planning Highlights

The RCMP provides sophisticated and reliable services to the Canadian law enforcement community in the fields of forensic analysis, identification services, criminal records information, criminal information and intelligence, technological support and enhanced learning. These programs are collectively known as the National Police Services (NPS) and are provided to policing partners across Canada.

While the RCMP continues to take steps to appropriately manage finite resources, demand for services from both law enforcement and the public sector are growing significantly, exceeding resource levels. In 2010, the NPS Renewal and Sustainability Initiative was launched to address issues of mandate, governance and funding, and to set the strategic direction for the long-term sustainability of NPS. The initiative resulted in the formation of the National Police Services – National Advisory Committee (NPS NAC). In 2013-14, the RCMP will continue to work with the recently formed NPS NAC to develop a National Police Services Charter to clarify issues of mandate and scope of NPS, and to define the roles and responsibilities of all stakeholders. The RCMP will work collaboratively with Public Safety Canada, the NPS NAC, and the provinces and territories to ensure NPS services are aligned with priorities and are provided in a sustainable manner to the law enforcement and criminal justice communities.

Additionally, the RCMP will continue to address and implement the recommendations arising from the 2010 Spring Report of the Auditor General of Canada on Aging Information Technology Systems. Efforts will be concentrated on the replacement and maintenance of secure systems as well as the integrated management of information for the benefit of police agencies, domestically and internationally. The RCMP will also continue to support Shared Services Canada, through the integrated operational coordination of technology delivery, service levels, and Information Technology (IT) incident management and application version release management.

In 2013-14, the RCMP will dedicate resources to renewing its Information Management and Information Technology (IM/IT) environment. An enterprise-wide approach will transform the IM/IT environment from a fragmented regional model to an integrated program with authority and accountability over divisional activities. This enterprise model will lead to clear and accountable centralized oversight of IM/IT spending across the organization, will reduce duplication of effort, will enhance strategic priority setting, and will integrate the RCMP divisions into a national IM/IT governance model. Moreover, this new approach will lead to efficiencies and improved alignment in the management of applications and software.

The RCMP IM/IT program will launch a pilot project under the *Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness Action Plan.*

This initiative includes the establishment of a Bi-National Radio Interoperability solution, which will be delivered by the RCMP. The goal of this project will be to demonstrate how enhanced radio compatibility and interoperability between agencies, on both sides of the border, will lead to improved collaboration and great success in policing the North American border.

In addition to information management and information technology, the RCMP's Canadian Law Enforcement Services is also responsible for forensic sciences, criminal intelligence, the Canadian Firearms Program and advanced training. In response to the 2012 Federal Budget, Forensic Laboratory Services will be consolidated from six delivery sites to three by 2014-15. This will entail the closure of laboratory sites in Winnipeg and Regina in 2013-14 and the closure of the Halifax laboratory in 2014-15. Such consolidation will improve efficiency, reduce duplication and infrastructure costs, such as building maintenance, and will enable the RCMP to more effectively deliver quality and timely forensic services to police and provincial clients. Along with these changes, the RCMP will ensure the rigorous development and maintenance of Service Level Agreements within Forensic Laboratory Services to ensure prompt service and overall client satisfaction.

In 2013-14, the RCMP will continue to improve its ability to collect, analyze and disseminate criminal intelligence, which forms an integral part of police operations. Criminal Intelligence Service Canada (CISC) is mandated to inform the Canadian law enforcement community of threats posed by serious and organized crime and to manage a national database on these issues for all Canadian policing services. CISC will continue to provide intelligence analysis and production through its Strategic Early Warning initiatives. These initiatives will assess future or developing threats likely to occur within the next 12 to 24 months.

In addition, the RCMP will continue to support CISC with the implementation of the Canadian Law Enforcement Strategy to Combat Organized Crime. This strategy embodies the partnership between the functions of intelligence and operations across all jurisdictions of law enforcement. The RCMP is also committed to the CISC Provincial and National Threat Assessment process to support decision making and priority setting by the law enforcement community. In order to facilitate the prevention, disruption and reduction of criminal activity, the RCMP and its law enforcement partners will strengthen the alignment between intelligence and operations, all in support of intelligence-led policing.

Technological advances in combating crime will also be used by the RCMP's Canadian Police Centre for Missing and Exploited Children (CPCMEC). The CPCMEC assists international police agencies with multi-jurisdictional and international investigations. In 2013-14, particular attention will be directed at advancing the Child Exploitation Tracking System (CETS) and the National Centre for Missing Persons and Unidentified Remains (NCMPUR) database. CETS is used in a number of jurisdictions around the world and remains the primary cross-jurisdiction information sharing tool used by child exploitation investigators in Canada. The RCMP will modify and make improvements to this system in order to increase its use between police agencies. The NCMPUR database will assist law enforcement, medical examiners and chief coroners with missing persons and unidentified remains cases on a national level.

As part of its service to the Canadian law enforcement community, the RCMP's Canadian Firearms Program will contribute to the reduction of firearm-related crime by promoting responsible firearm ownership through continuous eligibility screening of firearms clients. Investigative support will be provided to law enforcement organizations, including on-demand statistical reporting to assist strategic and investigative decision making. The program will also support international efforts to fight firearms crime by collaborating with international partners to combat illicit trafficking in small arms. More information on this latter initiative is available in the Supplementary Table for the Horizontal Initiative: Investments to Combat the Criminal Use of Firearms. [14]

In addition, the Canadian Firearms Program ensures agencies have access to a shared platform for information on registered, seized and recovered firearms. The program provides a single-source firearms reference tool – where comprehensive information is continuously updated on firearm makes and models – to allow for the accurate identification and classification of firearms. In 2013-14, firearms education and outreach programs will be offered to law enforcement agencies, with respect to the requirements of the *Firearms Act* and support available to law enforcement. The Canadian Firearms Program will also conduct outreach with communities to reduce the risk of harm from firearms through suicide, accidental discharge and misuse. With recent changes made to the *Firearms Act* and the *Criminal Code* that eliminated the registration requirement of non-restricted firearms, the program will continue to assess its impact on business practices.

Continual education and training will remain a cornerstone in supporting policing and law enforcement excellence. The Canadian Police College will develop, design and deliver executive and management courses, as well as advanced and specialized training, with an emphasis on organized crime and multi-jurisdictional crime. Courses will be offered in Canada and abroad, and international requests for training and building capacity will be prioritized in support of Canada's foreign policy and policing interests.

Strategic Outcome 2: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally

Strategic Outcome: Canada's police provide international collaboration and assistance while maintaining a rich police heritage nationally • **Program: International Policing Operations** • **Program: Canadian Police Culture and Heritage**	
Performance Indicators	**Targets**
Percent of respondents who strongly agree or agree with the statement "the RCMP provides effective support of international operations"	Police Partners: 80% Stakeholders: 80%
Number of partnerships and Memoranda of Understanding (MOUs) that promote the culture and heritage of the RCMP	5

Program 2.1: International Policing Operations

Program Description

This Program furthers Canada's global peace and security agenda through cooperation and support of the international law enforcement community, thereby ensuring that both Canada and the global community are safer. This Program is necessary as it addresses the transnational scope of crime and terrorism by building relationships with international policing partners and participating in the INTERPOL global information sharing network. Additionally, the RCMP actively participates in multiple missions abroad in a peacekeeping role and by providing support to nations at risk in building their law enforcement capacity. Through this international cooperation and collaboration, this Program contributes directly to a more secure world and Canada.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
56.0	56.6	56.1	56.0

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
350	350	350

Program Expected Result	Performance Indicator	Target
International policing partners are engaged to achieve the RCMP's law enforcement and security objectives	Percent of respondents who strongly agree or agree with the statement "the RCMP engages international policing partners to achieve its law enforcement and security objectives"	Baseline to be established

Sub-program Expected Results	Performance Indicators	Targets
Nations at risk are supported	Percent of respondents who strongly agree or agree with the statement "the RCMP effectively assesses and provides support/deployments to nations at risk"	Baseline to be established
Canadian law enforcement interests and values abroad are advanced	Percent of respondents who strongly agree or agree with the statement "the RCMP provides effective international support to the Canadian law enforcement community"	Baseline to be established
Partnerships within the international law enforcement community are promoted	Number of new MOUs or Letters of Intent (LOIs) that are signed between the RCMP and international law enforcement organizations to assist Canadian law enforcement partners	1

Sub-sub-program Expected Results	Performance Indicators	Targets
Canadian police officers are deployed abroad for peace support operations	Percent of respondents who strongly agree or agree with the statement "the RCMP provides effective support to international peace operations"	Baseline to be established
	Percent of Canadian police officers deployed in International Peace Operations missions based on the affordability model	Minimum of 90%
International law enforcement capacity is supported	Percent of respondents who strongly agree or agree with the statement "the RCMP provides effective support to law enforcement capacity abroad"	Baseline to be established
	Percent of capacity building requests actioned which are fully funded and recognized as Government of Canada priorities	80%
Operational support and assistance to Canadian law enforcement agencies is facilitated	Percent of respondents who strongly agree or agree with the statement "the RCMP provides timely response to international requests"	Baseline to be established
Liaison Officers are deployed to assist law enforcement partners	Number of new temporary deployment(s) or permanent redeployment(s) to respond to operational priorities	1
Canadian involvement in international law enforcement actions is coordinated	Percent of respondents who strongly agree or agree with the statement "the RCMP is one of their first considerations when seeking international assistance"	80%
Criminal information is shared amongst INTERPOL's member countries	Number of queries and hits to the INTERPOL/CPIC interface	Queries: 200,000 Hits: 750
Training is provided to international law enforcement agencies and departments	Percent of respondents who strongly agree or agree with the statement "the RCMP provides effective support to international operations"	90%
International travel of RCMP employees is facilitated and managed	Percent of travelers complying with policy requirements regarding traveler safety	Baseline to be established
	Percent of international administrative travel requests that are assessed and approved according to International Travel and Visitors Branch policy	95%

Planning Highlights

For more than 20 years, Canada has deployed police officers to missions around the world. Canadian police, in cooperation with international partners, have helped to create a safer and more stable global environment by building the capacity of foreign police agencies to maintain law and order. In 2013-14, the RCMP will continue to deploy and support Canadian police peace operations which are aligned with foreign policy priorities and the whole-of-government approach. Approximately 170 Canadian police are expected to be deployed throughout the year in priority missions including Afghanistan, Haiti and Sudan.

In support of federal government commitments, the RCMP will deliver various international capacity building programs to enhance the ability and knowledge of foreign law enforcement organizations to tackle criminality.

The RCMP will participate in initiatives funded through the Anti-Crime Capacity Building Program (ACCBP) Human Smuggling Initiative, the ACCBP Costa Rica Police Enhancement Program and the Counter-Terrorism Capacity Building Program Sahel Initiative. Funding for these programs is provided by the Department of Foreign Affairs and International Trade and will include training on topics ranging from leadership development to surveillance, interview techniques, criminal analysis, organized crime investigations, community policing, major case management, major crime investigations and crime scene management.

The RCMP will continue to deploy subject matter experts to conduct reviews of foreign policing strategies. Contributions will also be made to capacity building programs led by partners such as INTERPOL, the United Nations Office on Drugs and Crime, and the Organization of American States Inter-American Drug Abuse Control Commission.

Program 2.2: Canadian Police Culture and Heritage

Program Description

In order to protect the RCMP's internationally recognized image, reputation and rich heritage, this Program works to promote the positive image of the RCMP while building relationships with domestic and international law enforcement, government and community partners.

The Program provides advice and analysis to internal and external clients including federal, provincial and municipal partners, academic institutions, Royal Household representatives, and non-government organizations, regarding appropriate ceremonial features of special events and occurrences (e.g., the Olympics, expos, summits and police officer funerals). Through the activities of this Program, the RCMP contributes to Canada's vibrant culture and heritage.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
11.1	11.4	11.3	11.3

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
100	100	100

Program Expected Result	Performance Indicator	Target
The RCMP is a recognized symbol of Canada	Percent of respondents who strongly agree or agree with the statement "the RCMP is a recognized symbol of Canada"	80%

Sub-program Expected Results	Performance Indicators	Targets
The Musical Ride supports Canadian communities	Percent of respondents who strongly agree or agree with the statement "we were satisfied in hosting the Musical Ride"	100%
The image of the RCMP is promoted and protected as a symbol of Canada	Number of licence agreements and MOUs for the authorized use of the RCMP image	104

Planning Highlights

The RCMP's Canadian Police Culture and Heritage Program is a vital component of law enforcement and community policing. The promotion of national icons – such as a uniformed member in the ceremonial red serge or the Musical Ride – provides the RCMP with a concrete mechanism to engage stakeholders and develop sustainable relationships based on trust. Maintaining a strong and relevant brand is a necessary component in providing world-class police services.

The Partnerships and Heritage Sub-program will use the positive correlation between the RCMP and Canadian culture to engage domestic and international partners. The RCMP will ensure a respectful ceremonial presence at events including state funerals, memorial services and high-level visits by foreign heads of state and dignitaries such as members of the Monarchy. The Sub-program's Intellectual Property Office (IPO) will continue to protect the RCMP's image to ensure that its use is consistent with Canadian values. A two-tiered approach will be used by the IPO to promote the use of licence agreements and MOUs for the authorized use of the RCMP image, and conduct investigations into image infringements. The RCMP Foundation will continue to receive, maintain, and manage funds generated from the RMCP product licensing program, which are then returned to community-based initiatives for at-risk youth across Canada.

The RCMP will also support the federal government's initiative to engage Canadians with their culture and heritage. The RCMP's historical section will be working with other government departments on the "Road to 2017", which will celebrate Canada's 150th anniversary. In addition, the historical section will continue to offer research assistance to external and internal clients, providing Canadians and international requestors with information on the RCMP's 140 years of history.

The Musical Ride is a key Sub-program in support of the RCMP's culture and heritage. To ensure Canadians are given an opportunity to see the Musical Ride, a four-year tour schedule has been devised in which every province and territory is visited during the time frame. In 2013-14, the Ride will visit Northern Ontario and British Columbia, offering approximately 60 performances at 30 different venues during a 91-day tour. The Musical Ride will continue to offer its Mounted Police Seminars, in which participants from Canadian and international law enforcement agencies are taught basic equitation for ceremonial and policing duties. In 2013-14, the Ride will also partner with the Canadian Forces in its "Soldier On Program". This pilot project will be launched in the late spring or early summer and will offer a one-week riding and therapeutic riding course for ill or injured Canadian Forces personnel and former personnel. These planning activities will ensure that the Musical Ride continues to make a positive, lasting impact on Canadian communities.

Strategic Outcome 3: Incomes are secure for RCMP members and their survivors affected by disability or death

Strategic Outcome: Incomes are secure for RCMP members and their survivors affected by disability or death • **Program: Statutory Payments**	
Performance Indicator	**Target**
Percent of payments processed according to contractual and policy authorities and the prescribed financial control framework	100%

Program 3.1: Statutory Payments

Program Description

This Program ensures that RCMP employees and their families are provided income security in the event of disability or death. This Program ensures that an appropriate level of support is afforded to those who are affected by circumstances beyond their control and as a result of their employment with the RCMP.

The activities within this Program are regulated by statutory payments, for example, the *RCMP Pension Continuation Act* payments.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
142.2	148.5	159.1	171.2

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
N/A	N/A	N/A

Program Expected Result	Performance Indicator	Target
Claims and inquiries are answered within established service standards	Percent of claims and enquiries processed in accordance with established service standards	100%

Sub-program Expected Results	Performance Indicators	Targets
Compensation benefits are provided to RCMP Members and their families	Percent of compensation benefits claims processed within established service standards	100%
Income protection is provided for families of members who have suffered a duty-related death	Percent of benefits claims processed within established service standards	100%
Pension benefits are provided for retired members of the RCMP and their survivors	Percent of pension benefits administered within established service standards	100%

Program 4.1: Internal Services

Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of Programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a Program.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
668.3	691.7	636.7	644.5

Human Resources (Full-Time Equivalent – FTEs)

2013-14	2014-15	2015-16
4,467	4,466	4,466

Planning Highlights

The RCMP will continue to develop policy and provide advice and guidance on departmental security, both internally and as lead security agency for the Government of Canada. Emphasis will be placed on improving planning and service delivery processes for departmental security, streamlining its organizational structure, and addressing internal and external audits.

During the 2013-14 fiscal year, the RCMP will commit to strengthening accountability by being open and transparent, through the effective management of communications, corporate and financial services, and human resources. The RCMP's "Communications Focus 2017" will align collective communication efforts in support of strategic priorities and critical objectives. Tailored communication strategies, products and training will be prepared in order to respond to the specific needs of the RCMP as it undertakes a large number of operational and administrative change initiatives. Additionally, the RCMP will reengineer its delivery model for national communication services to strike a balance between operational needs and strategic communication requirements.

The RCMP will continue to implement its Investment Plan – a three-year plan that was approved by Treasury Board at the end of the 2011-12 fiscal year – its Class 3 Organizational Project Management Capacity Assessment, as well as its increased real property contracting authorities. These financial mechanisms, which relate to investments in assets and acquired services, will enhance authority from central government agencies to allow the RCMP to be more flexible and responsive to emerging priorities.

The RCMP recognizes that a healthy police organization requires necessary policies, programs and services to address unique workplace stressors and to ensure that the organization has a pool of highly developed individuals with the skills necessary to achieve organizational priorities. Three overarching objectives have been identified for the continued success and evolution of the RCMP as an effective policing organization.

First, the RCMP is committed to strengthening professional integrity. The Office of Professional Integrity (OPI) continues to develop a comprehensive approach to conduct-related programs that will incorporate both proactive and reactive measures. The OPI will also direct the development and implementation of a Values and Ethics strategic plan that will be adopted throughout the organization. The RCMP has implemented an internal communication strategy to ensure all employees are aware of expectations found in both the *RCMP Regulations – Code of Conduct* and the *RCMP Organization Code of Conduct*. The RCMP has also developed an internal Conflict of Interest Directive, consistent with new Treasury Board policy. The OPI will communicate information and help guide managers and employees on these policies and their respective requirements to support an ethical culture that reflects RCMP core values.

On June 20, 2012, the Minister of Public Safety introduced *The Enhancing Royal Canadian Mounted Police Accountability Act*, which will modernize the RCMP's discipline, grievance and human resource management framework. Under the new legislation, managers will have more tools at their disposal to respond to issues, with a focus on ensuring such issues are addressed at the most appropriate level, in a timely manner, and by those who are most familiar with the situation. This act will also provide the Commissioner with direct authority to discharge members for various non-disciplinary administrative reasons. Moreover, the act will create a modern and independent Civilian Review and Complaints Commission, with enhanced powers to carry out its mandate, to replace the existing Commission for Public Complaints against the RCMP. The Act will require investigations of serious incidents involving RCMP members to be referred to other police agencies, where one exists. This new legislation will ensure that the RCMP remains an accountable, trusted and adaptive organization.

Second, the RCMP is committed to supporting employee wellness. The RCMP will promote the health, safety and well-being of its employees by providing a safe and productive work environment, promoting employee wellness and encouraging employees to maintain a healthy balance between work and personal life. The RCMP will also continue its work in modernizing member health care services, with the overarching goal of helping members get healthy and return to work. The RCMP Health Services Modernization proposal will be implemented over the next two years and will include changes to the basic health care and supplemental health care provided to regular members. Further changes will be made to the Member/Employee Assistance Program, the sick leave policy and disability case management.

Third, the RCMP will provide strong talent management, ensuring the organization has a pool of highly developed and productive leaders. Talent management will link individual performance, potential and development strategies for the executive and officer cadre. Within this context, the RCMP will shape learning and development programs to better reflect both individual and organizational needs.

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

Future-Oriented Condensed Statement of Operations and Departmental Net Financial Position

For the year (ended March 31)

($ millions)	$ Change	Forecast 2013-14	Estimated Results 2012-13
Total Expenses	(167)	4,941	5,108
Total Revenues	99	1,857	1,758
Net cost of operations before government funding and transfers	(266)	3,084	3,350
Departmental net financial position	**144**	**1,364**	**1,220**

Future-Oriented Condensed Statement of Financial Position

For the year (ended March 31)

($ millions)	$ Change	Forecast 2013-14	Estimated Results 2012-13
Total net liabilities	22	14,387	14,365
Total net financial assets	91	14,097	14,006
Departmental net debt	(69)	290	359
Total non-financial assets	75	1,654	1,579
Departmental net financial position	**144**	**1,364**	**1,220**

Future-Oriented Financial Statements

Future-Oriented Financial Statements are available on the RCMP's website [15].

List of Supplementary Information Tables

All electronic supplementary information tables found in the *2013-14 Report on Plans and Priorities* can be found on the RCMP website [16].

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Sources of Respendable and Non-Respendable Revenue
- Summary of Capital Spending by Program
- Upcoming Internal Audits and Evaluations over the next three fiscal years

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projects for these measures annually in the *Tax Expenditures and Evaluations* publication [17].

The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

SECTION IV: OTHER ITEMS OF INTEREST

Organizational Contact Information

For inquiries about the RCMP *Report on Plans and Priorities*, please contact:

RPP_DPR-RPP_RMR@rcmp-grc.gc.ca

Endnotes

[1] Information on departmental alignment to Government of Canada outcomes is available on the Secretariat's website: http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[2] The 2013-14 Main Estimates publication may be viewed at: http://www.tbs-sct.gc.ca/est-pre/20132014/p2-eng.asp

[3] The Crime Severity Index (CSI) measures police-reported crime in Canada. It enables Canadians to track changes in the severity of police-reported crime from year to year, by taking into account not only the change in volume of a particular crime, but also the relative seriousness of that crime in comparison to other crimes. The CSI is calculated by the Canadian Centre for Justice Statistics. For more information please visit Statistics Canada's website at: http://www.statcan.gc.ca/pub/85-004-x/2009001/part-partie1-eng.htm

[4] The Crime Severity Index in RCMP jurisdictions for 2011 was 100.1.

[5] The per capita rate of crime in Canada in RCMP jurisdictions for 2011 was 9,127.64. This data is based on total *Criminal Code* violations excluding traffic violations, other federal statutes, provincial offences and offences under the *Controlled Drugs and Substances Act*.

[6] The RCMP weighted clearance rate for 2011 was 40.62%.

[7] The RCMP clearance rate for 2011 was 45%.

[8] For more information about the Youth Officer Resource Centre, please visit the RCMP website: http://www.rcmp-grc.gc.ca/yorc-crpe/index-eng.htm

[9] In 2011, the Other Federal Statute Crimes Rate per 100,000 population was 61.9.

[10] For more information on Shiprider and integrated enforcement, please visit: http://www.rcmp-grc.gc.ca/ibet-eipf/shiprider-eng.htm

[11] The RCMP is involved in implementing the *Beyond the Border Action Plan* which was released by the Prime Minister of Canada and by the President of the United States in December 2011. While the RCMP reports on its specific Beyond the Border initiatives individually through its *Reports on Plans and Priorities* (RPPs) and *Departmental Performance Reports* (DPRs), Public Safety Canada, starting with its 2012-13 DPR, will provide a whole-of-government perspective on this horizontal initiative over the coming years.

[12] Based on intelligence gathered from various sources, a National Tactical Enforcement Priority is an organized crime group identified as posing a great threat to Canada and Canadians, and therefore a national priority target for RCMP law enforcement efforts.

[13] The Kanishka initiative is named after the Air India Flight 182 plane that was bombed on June 23, 1985, killing 329 innocent people, most of them Canadians, in the worst act of terrorism in Canadian history.

[14] The Supplementary Table for the Investments to Combat the Criminal Use of Firearms may be found on the RCMP's website at: http://www.rcmp-grc.gc.ca/rpp/2013-2014/index-eng.htm

[15] Future-Oriented Financial Statements are available at: http://www.rcmp-grc.gc.ca/rpp/index-eng.htm

[16] All electronic supplementary information tables for the 2013-14 Report on Plans and Priorities can be found on the RCMP website at: http://www.rcmp-grc.gc.ca/rpp/index-eng.htm

[17] The Tax Expenditures and Evaluations Report is available on the Department of Finance Canada's website at: http://www.fin.gc.ca/purl/taxexp-eng.asp